



# The Effect of Job Training, Motivation, and Work Ethic to the Workforce Performance

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## ABSTRACT

Problems focussed of the research are job training, work motivation, and work ethic of employees at UD. Semanggi Mas Sejahtera. The study took the sample with predetermined criteria of 51 respondents who had carried out training activities, with the sampling technique using purposive sampling. The technique used to analyze the data is the validity and reliability test, multiple linear regression test, classical assumption test, and hypothesis test through t-test and F-test. The results indicated that the regression equation  $Y = 11.205 + 0.173 X_1 + 0.462 X_2 + 0.631 X_3$ . Partially job training has a significant effect on workforce performance at UD. Semanggi Mas Sejahtera. Partially work motivation has a significant effect on workforce performance at UD. Semanggi Mas Sejahtera. Partially work ethic has a essential effect on workforce performance at UD. Semanggi Mas Sejahtera. Simultaneously job training, motivation, and work ethic have a significant effect on workforce performance at UD. Semanggi Mas Sejahtera. It is hoped that the company will further increase the intensity of job training in the company, and pay attention to policies regarding work motivation and work ethic so that workforce performance can be achieved.

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## 1. INTRODUCTION

Nowadays, science and technology are developed quickly along with the times. It influences organizations in some companies such as manufacturing, trading, and service companies (Mathis, Robert L. et al., 2017). This influence has encouraged organizations to apply, utilize, and implement to manage knowledge management and technological advances for organizational development (Figurska, 2016). Along with these developments, the work carried out by employees is getting heavier. Companies need human resources, they need qualified employees who have motivation, superior skills, and are unique (Cho et al., 2018). Moreover, employees who have different characteristics from employees from competing organizations are needed. Following the needs of the right qualified employees, the organizations need human resource management (Ahammad et al., 2020).

Human Resource Management (HRM) is the use of some individuals to achieve organizational goals. Consequently, managers at each level must involve with HRM by themselves (Strohmeier, 2020). The company realizes that human resources management is the basic capital in the company's development process. Therefore, the quality of human resource management must always be developed and directed to achieve the goals set by the company (Molina-Azorin et al., 2021).

The high need from the public for freight forwarding services has become an opportunity for expedition business players. From the large number of companies spread their wings in the freight forwarding service field (Rodríguez et al., 2021). The more businessman who are engaged in the same field, the more choices can be taken into a consideration by potential consumers. It also happens for freight forwarding services because currently there are many companies providing freight forwarding services that can be accessed easily by society (Baseman et al., 2018). Different levels of service and tax will be a special consideration for the consumer of freight forwarding services, where everyone expects the best service with an affordable tax.

The first factor that a service company considers in maintaining the employees' performance value is increasing employee motivation by conducting sustainable job training (Cho et al., 2018). Training will give occasions for employees to develop their skills and motivation in working so what is recognized and mastered can help employees understand what has to be finished and why it should be finished, providing opportunities to upgrade knowledge and skills (Mohd Nasurudin et al., 2020). Everyone has their motivation, but their ability is not necessarily under the specifications that are sought and needed by the company. Therefore, companies need to carry out training so that employees know what to do and how to do it (Damei, 2020). By conducting this job training program, it will help the company to achieve organizational goals. Besides that, job training is also useful to improve employees' quality, skills, motivation, and expertise in carrying out their work (Bartlett et al., 2019). Moreover, it has an impact on increasing workforce performance through the implementation of job training programs held by a company where the employees will have good quality and expertise to carry out their duties and obligations (Rodríguez et al., 2021).

Companies also should be aware to the factors and problems of employee motivation in carrying out their work activities, work motivation is also very necessary for employees to improve their performance (Ambarita et al., 2020). Work motivation is a human's strong spirit to do a job related to the goals and needs they want to achieve (Rahmad, 2019). Motivation is a factor in which humans carry out a certain activity, motivation is often interpreted as a driving force of human behavior (Li, 2020). The right motivation will push the driving force to create human enthusiasm in working so that they want to work together effectively and are integrated with all their efforts to achieve satisfaction. In addition, motivation can be the cause or support of human behavior so that they have a will to work hard and be enthusiastic to achieve the optimal result (Permana et al., 2019).

The efforts in creating employees' performance are not only pushed by job training programs and motivation but also the work ethic of employees must be considered. Work ethic is something that every employee must-have (Ambarita et al., 2020). Having a work ethic in a person is one of the keys in getting the success. Work ethics can be defined as a characteristic of a person or group of people with spirit in working, which is based on work ethics and perspectives that are believed and realized through concrete determination and behavior in the working area (C.S et al., 2018). This is based on the success of an organization to achieve the best level of performance is influenced by the high quality and quantity of work ethic achieved by employees in doing their responsibilities given (Bataneh, 2020). It needs a good and optimal attitude, mental condition, psychological motivation, and excellent work behavior to achieve success (Anoraga & Prasetyo, 2015).

The focus in observing the object of the research, UD. Semanggi Mas Sejahtera, is a service company engaged in logistics and freight forwarding. Freight forwarding companies that are developing and increasing in Kediri. Through this research, it can be a concern for the management of UD. Semanggi Mas Prosperous. The early observation in this research indicated that there was a

performance decrease of the employees based on the fact that job training carried out by the management as an effort to increase the work motivation of its employees was done rarely.

Another problem about performance improvement in UD companies. Semanggi Mas Sejahtera is the lacks an agenda for job training and work development activities conducted by the company. Currently, there are 70 employees, consisting of 51 permanent employees and 19 contract employees. In 2019, 20 employees participate in the training program. 11 people are joined in March 2019 and 9 people in September 2019. In 2020, the training was conducted once in August with 15 employees as participants. In 2021, the company only conducted job training twice, job competence for each field with 9 participants and development with 12 participants. Based on this data, it can be explained that from 70 employees either permanent or contract during 2019-2021, 56 employees have attended training and 14 employees have not attended the training. According to the observation, there are several shortcomings in carrying out job training for its employees. According to employees at this company, sometimes the training provided to employees has not been mastered properly and carried out optimally but the company has replaced the system with a new system, here also makes employees less mastered fieldwork.

Early observations were done at UD. Semanggi Mas Sejahtera also showed a decrease in workforce performance due to a lack of motivation at work. The lack of motivation from each employee can be seen that there is no positive feedback from the company for the performance of each employee, such as by giving rewards or complement as expected by the employees. The lack of motivation of each employee is also caused by the lack of attention to employees regarding the provision of compensation, whether financial or non-financial. The result of early observations also indicates that the lack of motivation as seen from the workload aspects are not compatible with the salary following the fact that the employees have to face the increasing of needs to live (Fitriana Wati, 2020).

Other problems at UD. Semanggi Mas Sejahtera comes from the individual character of employees where they have a lack of work ethics. The work ethic looks not optimal because a lot of employees work less sincere in doing their duties so the workload looks very heavy. Lack of integrity and commitment of employees in carrying out their work, and employees underestimate the work they do. It can be shown by the number of employees who are coming late in the workplace. Lack of sense inside the employees about how important the work they do and their obligation, showed that they often still underestimate the work they do (Ritonga, 2019).

Therefore, the research objectives are 1) To know the partial effect of the job training on Workforce Performance at UD companies. Semanggi Mas Sejahtera. 2) To find out the partial effect of motivation on Workforce Performance at UD companies. Semanggi Mas Sejahtera. 3) To find out the partial effect of work ethic on Workforce Performance at UD companies. Semanggi Mas Sejahtera . 4) To know the simultaneous effect of the job training, motivation and work ethic on Workforce Performance at UD companies. Semanggi Mas Sejahtera.

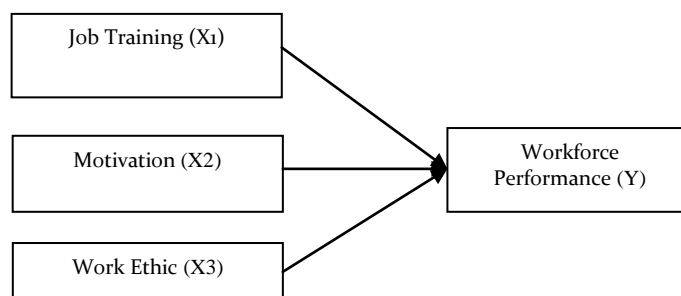


Figure 1. Theoretical Framework Of Research

## 2. RESEARCH METHOD

The design of this research is quantitative because it deals with the processing of nominal data on the results of the research (Ferdinand, 2014). In taking the sample, the researcher used the criteria that employees had attended training conducted by the company (Sugiyono, 2018). From a total population of 70 people who are eligible to be respondents as a sample of 51 people. The technique analysis of this research is multiple linear regression test, partial hypothesis test, and F-test (Santoso, 2019).

## 3. RESULTS AND DISCUSSIONS

### 3.1. Data Analysis Results

Table 1. Multiple Linear Regression Test Results

Variabel	B	T-Count	Sig-t	Description
Job Training (X <sub>1</sub> )	0,173	3,043	0,004	H <sub>1</sub> accepted
Motivation (X <sub>2</sub> )	0,462	3,624	0,002	H <sub>2</sub> accepted
Work Ethic (X <sub>3</sub> )	0,631	4,514	0,000	H <sub>3</sub> accepted
Contants				11,025
R Value				0,746
R <sup>2</sup> Value				0,556
F count				13,147
Significant F				0,000

Source: (Data processed by researchers, 2021)

Based on the Multiple Linear Regression Analysis in this study, the regression equation can be written as follows:  $Y = 11.205 + 0.173 X_1 + 0.462 X_2 + 0.631 X_3$ . The determinant coefficient or R square value is 0.556 which means that job training (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work ethic (X<sub>3</sub>) contributed 0.556 or 55.6% toward workforce performance at UD. Semanggi Mas Sejahtera while the rest comes from other variables and indicators that are not included in this research. The partial test (t-test) results showed that: 1) t-count 3.043 > t-table 2.021 which means that there is a partial correlation between job training (X<sub>1</sub>) and workforce performance at UD. Semanggi Mas Sejahtera (Y). 2) The value of t-count is 3.624 > t-table 2.021 which means that there is a partial correlation between work motivation (X<sub>2</sub>) and workforce performance at UD. Semanggi Mas Sejahtera (Y). 3) The value of t-count 4.514 > t-table 2,021 means that there is a partial correlation between the work ethic (X<sub>3</sub>) and workforce performance at UD. Semanggi Mas Sejahtera (Y). The significant value of F-count 13,147 is higher than F-table 4,240. Based on the data found, it can be concluded that H<sub>a</sub> is accepted and H<sub>0</sub> is rejected. It means that job training (X<sub>1</sub>), work motivation (X<sub>2</sub>), and work ethic (X<sub>3</sub>) have a simultaneous effect on workforce performance at UD. Semanggi Mas Sejahtera (Y).

### 3.2. Partial Effect of Job Training on Workforce performance at UD. Semanggi Mas Sejahtera

The result of a partial calculation is that the value of t-count 3,043 > t-table 2,021, which means that there is a partial correlation between job training (x<sub>1</sub>) and workforce performance at UD. Semanggi Mas Sejahtera (Y). The results of the multiple linear regression also explained that if job training is increased, it will increase workforce performance with a value of 0.173 units.

Haryono et al., (2020) explained that training is a process to help employees in mastering specific skills or to correct their lack in working. Training is an important part of a company to improve the quality of employees when carrying out their duties in the company (Wijaya, 2020). The company holds training to produce more qualified employees so that the company's goals can be achieved (Chamberlin et al., 2018). The results of research conducted by (Boadu et al., 2018) explained that continuous job training carried out by the company is very good and has a positive effect on workforce performance in the company. This is supported by research conducted by (Cho et

al., 2018) which showed similar results that training contributes and has a positive influence on workforce performance.

### 3.3. Partial Effect of Work Motivation on Workforce performance at UD. Semanggi Mas Sejahtera

The result of the partial calculation showed that the value of  $t_{\text{count}}$  is  $3.624 > t_{\text{table}} 2.021$ , which means that there is a partial correlation between work motivation ( $X_2$ ) and workforce performance at UD. Semanggi Mas Sejahtera ( $Y$ ). The results of the multiple linear regression also explained that if the work motivation is increased, the employee's performance will also increase with a value of 0.462 units. Motivation is a condition or energy that moves employees who are directed or intended at achieving company organizational goals (Sugiharta, 2019) and (Rahmad, 2019). The mental attitude of professional and positive employees towards the work situation is strengthened their work motivation to achieve maximum performance (Hutagalung et al., 2020). Motivation is an important thing in working so that you can show your optimal performance for yourself and the company. Motivation will provide opportunities for employees to work following their expertise, maintain employees' commitment to the company, and improve workforce performance. The results of this study are supported by previous research conducted by (Gheitani et al., 2019) which explains that work motivation has a significant relationship with workforce performance. This statement is also confirmed by a research study from (Haryono et al., 2020) which states that motivation has a positive impact on improving workforce performance.

### 3.4. Partial Effect of Work Ethic on Workforce performance at UD. Semanggi Mas Sejahtera

The analyzed data showed that the value of  $t_{\text{count}} 4.514 > t_{\text{table}} 2.021$ , which means that there is a partial correlation between the work ethic ( $X_3$ ) and workforce performance at UD. Semanggi Mas Sejahtera ( $Y$ ). The value of the regression also explains that work ethic has a positive value. It can be interpreted that both variables have a unidirectional relationship. If the work ethic of employees increases, the workforce performance will also increase with a value of 0.631 units. These findings explained the work ethic of employees of at UD. Semanggi Mas Sejahtera, which is measured by indicators of interpersonal skills, work initiative, and employee reliability, indicates that it can provide positive values and increase workforce performance (Gheitani et al., 2019). Work ethic is an attitude that arises from a person's awareness based on cultural values towards a job as well as work ethic affecting enthusiasm, quality, and productivity at work (Hutagalung et al., 2020). The results of this study are supported by the results of research conducted by (Khotijah & Helmy, 2021) by obtaining the results that work ethic has a positive and significant effect on workforce performance. The results of this research are also strengthened by (Anik Herminingsih & Widienti Supardi, 2017) who states that employee work ethic affects workforce performance

### 3.5. Simultaneous Effect of Job Training, Work Motivation, and Work Ethic on Workforce performance at UD. Semanggi Mas Sejahtera.

According to the analyzed data showed that the significant value of  $F_{\text{count}} 13,147$  greater than  $F_{\text{table}} 4,240$ . Based on these calculations, it is explained that job training ( $X_1$ ), work motivation ( $X_2$ ), and work ethic ( $X_3$ ) have a simultaneous effect on workforce performance at UD. Semanggi Mas Sejahtera ( $Y$ ). The findings of this study indicate that the existence of continuous job training can provide a significant influence on workforce performance (Baseman et al., 2018). In addition, good workforce performance is also influenced by the effect of work motivation and good behavior will show a work ethic that can improve interpersonal skills and strong employee self-reliability in dealing with all work situations (Haryono et al., 2020). (Anoraga & Prasetyo, 2015) mentions that a combination of job training and motivation together affect workforce performance, this is reinforced by the findings of (Ud Din et al., 2019). In addition, (Damei, 2020) also argue that training, motivation, and work ethic are influence workforce performance. This is supported by the opinion of (Hariyanti et al., 2021) that motivation and work ethic have a simultaneous effect on workforce performance

#### 4. CONCLUSION

Based on the results and discussion of this research, it can be concluded that partially job training has a significant effect on workforce performance at UD. Semanggi Mas Sejahtera. This is proved by the  $t_{\text{count}} 3.043 > t_{\text{table}} 2.021$ . Therefore, it can be concluded that  $H_{a1}$  is accepted and  $H_0$  is rejected. Partially, work motivation has a significant effect on workforce performance at UD. Semanggi Mas Sejahtera, this is evidenced by the value of  $t_{\text{count}} 3.624 > t_{\text{table}} 2.021$ . It can be concluded that  $H_{a2}$  is accepted and  $H_0$  is rejected. Partially, work ethic has a significant effect on workforce performance at UD. Semanggi Mas Sejahtera, this is evidenced by the value of  $t_{\text{count}} 4.514 > t_{\text{table}} 2.021$ . It can be summed up that  $H_{a3}$  is accepted and  $H_0$  is rejected. Simultaneously, job training, motivation, and work ethic have a significant effect on workforce performance at UD. Semanggi Mas Sejahtera, this is evidenced by the significant value of  $F_{\text{count}} 13,147$  which is greater than  $F_{\text{table}} 4,240$ . It can be concluded that  $H_{a4}$  is accepted and  $H_0$  is rejected.

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